



2002 ISM FORUM

Status Report and Next Steps
May 8, 2002



Expectations for This Forum

- Obstacles to, and opportunities for, safety improvement are further defined and strategies are developed to resolve them
- Stimulate/empower innovators to move out on their own
- Gain ideas regarding key actions needed (by all parties)
- Reinforce that safety is a business strategy and line management responsibility



What's Happening At DOE?

Key activities / priorities / events

- Finding a place for waste (Yucca, SRS)
- Driving home and locking in the EM acceleration program
- Keeping alive the non proliferation programs (MOX, etc.)
- NNSA org standup, stockpile stewardship, and weapons complex revitalization
- Continued 9/11 activities – critical infrastructure, WMD, etc.
- Merging energy R&D with climate change, environmental and investment strategies
 - Nuclear 2010
 - EERE shift in focus for solar, wind, biomass and transportation
 - Fossil program review
 - Further considerations in fusion



What's Happening (Cont.)

Key activities / priorities / events (Cont.)

- Shepherding the energy bill
- Transmission study and organization
- G-8 energy ministers meeting
- Science program review



What's Happening (Cont.) Management Reform

- We are on the verge of a historic change in DOE's management approach
 - Nearly all senate confirmed appointees finally on board – we can get down to business
 - You are, or can be, a part of a dramatic change in the risk (and cost) profile of DOE's activities. This will carry benefits of national significance
- EM acceleration
- Yucca redirection
- EH redirection
- Oversight redirection and status reviews
- Other reorganizations
- Safety management goals and objectives remain stable



What's Happening (Cont.) Management Reform (Cont.)

- Safety champions
- Executive safety report and dialogue
- DOE order review progressing
- External regulation review
- Budget development reviews – write the story first
- Top 10 project reviews and project management improvement
- Contract reform
- President's management agenda
- Need – reenergize field office meetings following Blake departure



A Reminder

Expectations for The December 2001 Safety Summit

- Communicate that DOE executive management:
 - Intends to take safety seriously
 - Sees safety as a business strategy
 - Believes that this should be more about building safety than penalizing people and organizations
- Expose the commercial nuclear model to DOE
- Stimulate innovators to move out on their own
- Gain ideas regarding key actions needed (by all parties)
- Reinforce that safety is a line management responsibility



Public Stewardship = Safety +

- The same management principals can be used for all key elements
 - Safety (ISM)
 - Safeguards & Security (ISSM)
 - Environmental (IEM)
 - Shipping quality assurance



2001 Conference Theme – Safety As A Business Objective

- Commercial nuclear and chemical model – a huge success.
 - » Performance based
 - » Risk informed (prioritized)
 - » Line management responsibility and passion
 - » Integration into business model
 - » From something we have to do into something we want to do
- Benchmark firms like Dominion and regulators like the NRC



DOE Safety Objective

- Achieve safety performance and reliability (of systems) to enable reliable and efficient delivery of our nuclear and high hazard mission
 - High hazard = nuclear/radiological, chemical, biological, high explosive, high energy, etc.
- Personal objective – to perform such that the commercial industry desires to benchmark and recruit from DOE and its contractors



What Do We Want to Change?

- Increased safety performance as measured in improved injury and exposure statistics and near misses
- Increased uptime reliability of high hazard operations
- Increased reliability and reduced cost of high hazard new starts
- Increased public acceptance of our ability to control and manage high hazard operations
- Increased understanding of how low or mid hazard operations can become high hazard



DOE ESE Safety Strategy

- Improve DOE line management of, understanding of, and responsibility for, safety
- Improve safety considerations in DOE management planning and decisions
 - Make DOE eat its own dog food (ISM, performance metrics, etc. – NRC example)
- Improve holistic risk management and prioritization in safety investments
 - Achieve safety with fewer resources
 - Understand that overbuilt “safety systems” frequently compromise safety
 - Account for risk reduction as part of our mission as an equal safety benefit
- Improve contract management, measurement, and expectations communication
 - Focus contractor safety management on the contract rather than day to day instruction
- Improve oversight efficiency and effectiveness



Path Forward

- Identify and summarize opportunities
- Encourage early movers to move
- Executive meeting on the 21st
- Identify forcing functions for task completions (e.g., December Summit)
- Complete, perform and monitor work plan
- Press forward with companion management reforms



Some Thoughts About ISM



Role of ISM

- Is an excellent safety and general management tool
- Has no value except to improve performance – performance is the metric not ISM
 - Some have used pervasive use of ISM terms and talk of ISM commitment as a red herring litmus test to mask substantive safety issues
- Performance is measured in
 - Event minimization (recordables, AB violations, etc. and predictive systems to make future events less likely)
 - Work avoidance to achieve mission (there is no worker risk if there is no work)
 - Safety mission accomplishment



Putting ISM To Use

- For DOE
 - Should be part of our 7th floor strategic and mission planning
 - Should be part of each programmatic or field element mission planning
 - Should be applied to environmental and other management areas
 - Should be part of each procurement process (contract procurement, management and closeout)
 - Should not include work that is the contractor's responsibility – only how we will manage the contractor



Putting ISM To Use (Cont.)

- For the contractor
 - Should be part of the strategic plan and baseline identifying in advance what the work is going to be and the probable hazards contained in it
 - Should be part of evolution management (work package planning and execution)
 - Should be applied to environmental and other management areas